



MID-YEAR REPORT OUT HR RACE EQUITY ACTION PLAN

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8.3.21





HR JOURNEY

01/2021:

HR Equity Council created
+ started work on REAP
deliverables

09/2020 – 12/2020:

Designed HR sections
of REAP

Current:

Support, track & report
REAP progress
Implement RE Learning
Plan for HR and DPH

Ongoing:

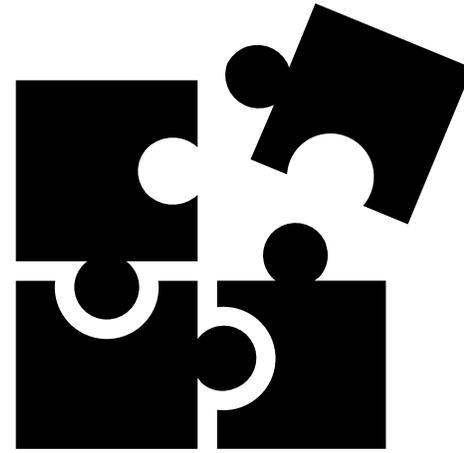
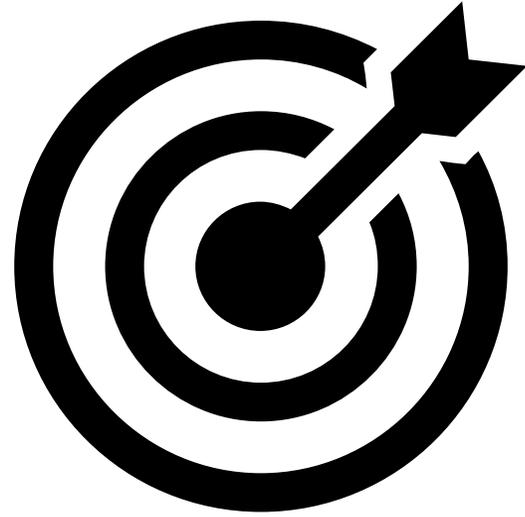
Embed racial
equity lens in HR
Strengthen data
collection &
analysis



RACIAL EQUITY ACTION PLAN

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Mobility & Professional Development

19 HR deliverables in 2021



2020

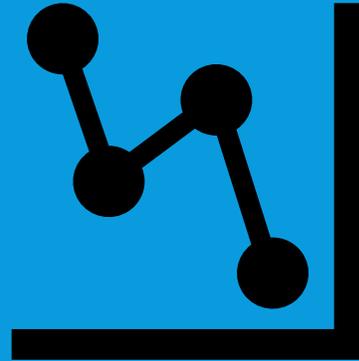
ACCOMPLISHMENTS & CHALLENGES



2020 REAP ACCOMPLISHMENTS



Designed HR sections of REAP



Designed DEI Dashboard

Measures 16 workforce metrics
Accessible to OHE & HR



Designed & Piloted Equity Learning Requirements



2020 REAP CHALLENGES



COVID

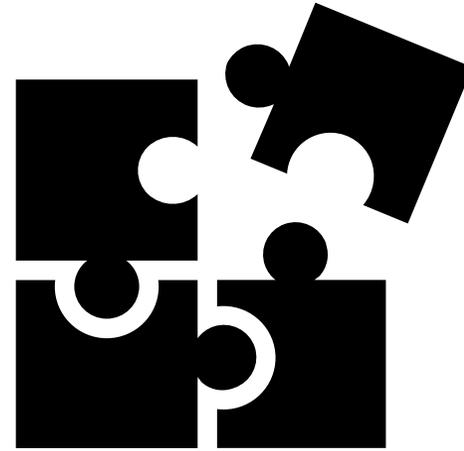
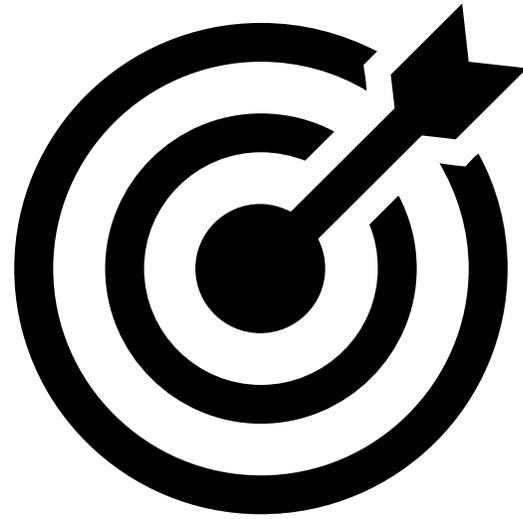


Dependency on other stakeholders



Data inadequacies, staffing, confidentiality, privacy





2021 REAP DELIVERABLES ACCOMPLISHMENTS & CHALLENGES



5 REAP HIGHLIGHTS IN 2021

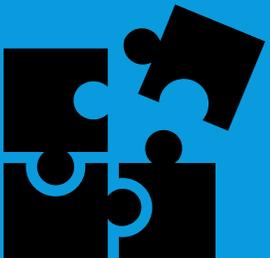
Priority	REAP Action Number
Diversify recruitment, remove barriers, improve communication with applicants (for 5 clinical positions)	1.1.1 1.1.3 1.2.3 1.4.9
Identify & address pay inequities	2.2.1 2.3.3 AAE standardization
Implement Respect Policy & Campaign	3.2.2 5.3.5
Track & reduce disciplinary actions	3.1.2
Data Analytics	2.1.1 2.3.4 2.3.5 3.1.2 5.1.5



MERIT & RECRUITMENT



- **1.1.1:** Identified 5 clinical classes and assessing barriers for BIPOC applicants
- **1.2.3:** Diversifying recruitment pathways with hiring managers, equity leads, DHR and community



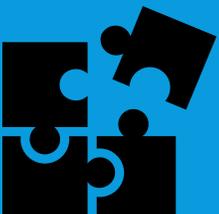
- Competing priorities & catching up on exams
- Dependence on other stakeholders



OPERATIONS (HIRING & LEAVES)



- **1.1.3:** Drafted recruitment and hiring policy
- **2.3.3:** Drafted Interim/Acting role policy
- **2.1.4:** Monthly workshops on updated leaves policies and leaves management practices
- **DPH add:** Drafted Appointment Above Entrance standard process
- **2023 deliverable: 1.4.6:** Decrease wait times in hiring
- Competing priorities (COVID hires)

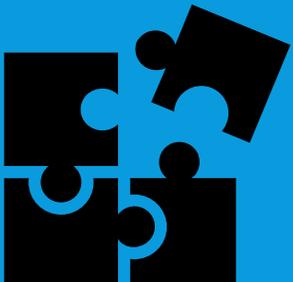




LABOR RELATIONS



- **3.1.2:** Support the analysis of disciplinary action data
- **3.2.2:** Support development of management training

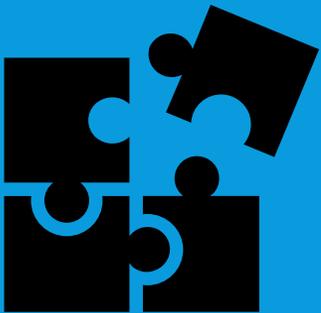


- Short-staffed
- Data collection

PAYROLL



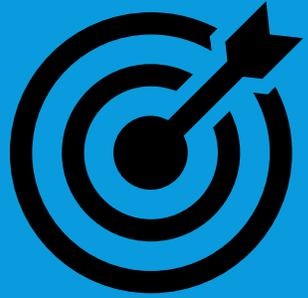
- **2.2.1 & 2.3.1:** Reviewed demographic data for staff receiving 3 kinds of pay premiums (Acting Assignments, Supervisory Differential, Extended Range)



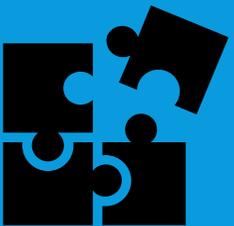
- Delay in developing a comprehensive plan with other HR teams for equitable assignment of pay premiums



PEOPLE DEVELOPMENT TEAM



- **2.1.1, 2.3.4, 2.3.5, 3.1.2:** DEI dashboard
- **3.2.2, 5.3.5:** Workshops on cultural humility, EID, respect, PPAR, conflict resolution
- **1.2.3, 1.4.9:** Career Advancement Program
- **Improve internal & external mobility:** Partnerships with unions, DHR, HSA & educational institutions.



- Short-staffed

QUESTIONS?

